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Draft report

Rapporteur: Mr. Abdelatif **DeBabeche** (Algeria)

Addendum

Programme questions: evaluation (item 4 (c))

Triennial review of the implementation of the recommendation made by the Committee for Programme and Coordination at its forty-second session on the in-depth evaluation of legal affairs

1. At its 8th to 12th meetings, on 10, 13, 14 and 15 June 2005, the Committee considered the report of the Office of Internal Oversight Services (OIOS) on the triennial review of the implementation of the recommendations made by the Committee for Programme and Coordination at its forty-second session on the in-depth evaluation of legal affairs (see E/AC.51/2005/5).

2. The representative of the Office of Internal Oversight Services introduced the report and responded to the questions raised during the Committee's consideration of it.

Discussion

3. Views were expressed welcoming the substantial implementation of the recommendations contained in the in-depth evaluation (E/AC.51/2002/5), as reported on in the triennial review. Several delegations noted the importance of and expressed support for the work of the Office of Legal Affairs.

4. Reference was made to the issue raised in recommendation 9 on the responses from Governments to requests for information from United Nations organs. It was noted that the annual debate in the Sixth Committee elicited detailed information

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from delegations and it was suggested that the summaries of those debates should be made more specific and used as a source of information. Furthermore, increased effort should be made to ensure that reports were available on a timely basis. The Office of Legal Affairs was requested to provide support to developing countries in terms of fellowships and to make provision for such fellowships in the biennial programme budget.

5. In terms of recommendations 1 and 5, a question was raised as to whether it was appropriate for the Legal Counsel to offer his views on the recommendations made by OIOS in the manner reflected in the report, while others were of the view that the comments offered by the Office of Legal Affairs were reasonable and were a matter of procedure.

6. Concern was expressed regarding recommendation 12 on the backlog and production of the *Repertory of Practice of United Nations Organs*. OIOS updated the information contained in the triennial review and clarified that the trust fund to be established in accordance with resolution 59/44 of 2 December 2004 had been set up in April 2005 and that arrangements were in place to reduce the backlog of at least some volumes of the *Repertory* by 2007. Therefore, events had overtaken the issues raised in paragraphs 34 and 35 of the triennial review report. In the light of this new information, OIOS has concluded that the Office of Legal Affairs has formulated and implemented a strategy to eliminate the backlog, and recommendation 12 is considered to have been implemented.

Conclusions and recommendations

7. **Following the clarifications received during the formal session, the Committee recommended that the General Assembly take note of the findings of the triennial review of the implementation of the recommendations made by the Committee for Programme and Coordination at the forty-second session on the in-depth evaluation of legal affairs.**

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Rapporteur: Mr. Abdelatif **Debabeche** (Algeria)

Addendum

Programme questions: evaluation (item 4 (c))

Triennial review of the implementation of the recommendations made by the Committee for Programme and Coordination at its forty-second session on the in-depth evaluation of General Assembly and Economic and Social Council affairs and Economic and Social Council support and coordination

1. At its 8th and 10th meetings, on 10 and 13 June 2005, the Committee considered the note by the Secretary-General transmitting the report of the Office of Internal Oversight Services (OIOS) on the triennial review of the implementation of the recommendations made by the Committee for Programme and Coordination at its forty-second session on the in-depth evaluation of General Assembly and Economic and Social Council affairs and Economic and Social Council support and coordination (E/AC.51/2005/4).

2. The representative of OIOS introduced the report and responded to the questions raised during the Committee's consideration of it.

Discussion

3. Several delegations expressed regret about the lack of action by the relevant intergovernmental bodies. The view was expressed that the Economic and Social Council and the Committee on Conferences were the competent bodies to review matters pertaining to the efficient functioning of the Council and the General Assembly. The view was expressed that in future, such requests by the Committee for Programme and Coordination for intergovernmental review would need to be implemented in a timely and systematic manner.

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4. Views were expressed that the OIOS recommendations had been overtaken by the Secretariat's actions, such as the efforts to improve the methods of work of the Council and its subsidiary bodies and the efforts by the Department for General Assembly and Conference Management to improve the efficiency of its operations.

5. Delegations noted that there were ongoing discussions within the Economic and Social Council and the General Assembly and its Main Committees on how to improve their respective methods of work and efficiency. It was also noted that those bodies were the appropriate and competent bodies to develop reform-oriented recommendations.

6. Some delegations expressed support for the continuing relevance of some of the recommendations of OIOS. For example, the timeliness of Council and Assembly documentation and the efficient use of conference services were still in need of improvement. Regarding the issue of revitalization of the General Assembly, which was addressed in the report of OIOS on the in-depth evaluation of the subprogrammes on General Assembly and Economic and Social Council Affairs and Economic and Social Council support and coordination (see E/AC.51/2002/4, para. 85, recommendation 1 (a)), (see E/AC.51/2005/4, annex, sect. B, recommendation 1 (a)), the view was expressed that there was a continuing need to streamline the agendas of the Second and Third Committees.

7. Reservations were expressed regarding recommendation 1 (b) in section A of the annex to the OIOS report, as the added value of the proposed additional documentation and the potential budget implications would require further clarification.

8. Reservations were also expressed regarding the second part of recommendation 1 (c) in section A of the annex to the report, as advance documentation of the anticipated outcome of discussions in the meetings could run contrary to the spirit of an open exchange of views.

9. Views were expressed that since the intergovernmental review of the OIOS recommendations requested by the Committee at its forty-second session had not taken place and as those recommendations had been overtaken by events, there was no need for the Committee to recommend follow-up action.

Conclusions and recommendations

10. **The Committee emphasized the importance of the contribution of the relevant intergovernmental bodies, the General Assembly and its Main Committees.**

11. **The Committee reiterated its view that the relevant intergovernmental bodies, the Economic and Social Council and the Main Committees of the General Assembly should include in their programmes of work a review of the recommendations of the Committee for Programme and Coordination relevant to their work and take appropriate action.**

12. **The Committee regretted that the relevant intergovernmental bodies have not reviewed the recommendations arising from its in-depth evaluation.**

13. **The Committee noted that consideration of the recommendations contained in the report was still ongoing.**

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Addendum

Programme questions: evaluation (item 4 (c))

Conference room paper on proposals for future thematic evaluations by the Office of Internal Oversight Services

1. At its 8th, 9th and 10th meetings, on 10, 13 and 15 June 2005, the Committee considered the conference room paper on proposals for future thematic evaluations by the Office of Internal Oversight Services (E/AC.51/2005/CRP.1).

2. The representative of the Office of Internal Oversight Services introduced the conference room paper and responded to the questions raised during the Committee's consideration of the report.

Discussion

3. Several delegations indicated that the topics presented in the conference room paper were timely and relevant. The point was made that thematic evaluations were a positive addition to the agenda of the Committee. It was also noted that the next thematic evaluation should result in a report with actionable conclusions and recommendations. Concern was expressed regarding the context within which the conference room paper was presented, since there was no specific mandate for it. In this regard, the Committee's decision to review the usefulness of the pilot thematic evaluation project at its forty-sixth session was recalled. The Office of Internal Oversight Services clarified that, given the Committee's decision in 2002 (A/57/16, para. 255) that it should conduct one in-depth and one thematic evaluation each

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year, the conference room paper was presented only as a service to the Committee to facilitate its decision on a topic for the subsequent thematic evaluation.

4. Several delegations indicated that topics A, B and C all had merit. Support was expressed for proposal A, on knowledge management networks. The point was made that this topic would be a relevant follow-up to the first Office of Internal Oversight Services thematic evaluation on headquarters/field linkages and would logically follow as the next thematic evaluation. It was also noted that it would be helpful if the evaluation included an assessment of information technology networks.

5. Several delegations expressed their preference for proposal C, on follow-up to major United Nations conferences and summits. It was noted that this was an all-inclusive topic of relevance to the ongoing reform process in the United Nations, and in particular to the High-level Plenary Meeting of the General Assembly at its sixtieth session. It was also suggested that the evaluation could be more narrowly scoped by focusing on summits and conferences related to resource mobilization within the context of poverty eradication.

6. Support was also expressed for proposal B, on gender mainstreaming. It was noted that this topic was timely and an important part of the work of the United Nations.

7. Some delegations reiterated the decision of the Committee to review the usefulness of thematic evaluation reports at its forty-sixth session.

Conclusions and recommendations

8. **The Committee recommended the theme "Knowledge management networks in the pursuit of the goals of the Millennium Declaration" for the next thematic evaluation by the Office of Internal Oversight Services as a follow-up to the report presented at its forty-fifth session.**

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Addendum

Coordination questions: report of the United Nations System Chief Executives Board for Coordination (item 5(a))

Annual overview report of the United Nations System Chief Executives Board for Coordination for 2004/05

1. At its 10th-12th meetings, from 13 to 15 June 2005, the Committee considered the annual overview report of the United Nations System Chief Executives Board for Coordination (CEB) for 2004/05 (E/2005/63). The Director of CEB introduced the report and responded to queries raised during the Committee's consideration of it.

2. The report highlighted the issues addressed by CEB and its high-level committees in both the programme and management areas. On the programme side, the main focus was on organizing and coordinating the contribution of the United Nations system to the high-level plenary meeting of the General Assembly to be held in September and the preparation of a system-wide report on the overall response by the system to the Millennium Declaration. A CEB report entitled "One United Nations — catalyst for progress and change: how the Millennium Declaration is changing the way the United Nations system works" is expected to be launched at the 2005 session of the Economic and Social Council and presented to the General Assembly as a collective contribution of the system to the review process. Other programme issues addressed by CEB included information and communication technology, with a focus on coherence in the policy advice the system provides to countries for development and as a tool for knowledge management to improve programme delivery; the prevention and management of

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armed conflict; curbing of transnational organized crime; inter-agency collaboration against hunger as requested by the Committee; system-wide support for Africa and the New Partnership for Africa's Development (NEPAD); and increasing the effectiveness and coherence of the United Nations system's activities at the country level. In the management area, the report presented the issues dealt with by CEB, including staff security and safety, human resources management, financial resources management and United Nations system oversight.

Discussion

3. Delegations noted that the annual overview report of CEB provided a comprehensive and informative overview of major developments in inter-agency cooperation within the purview of CEB during 2004 and the early part of 2005. It was also noted that the report continued the practice introduced in 2004 of including the outcome of the latest session of CEB (April 2005) to give Member States up-to-date information on work of the system. Delegations also welcomed the information provided in annexes to the report on specific accomplishments of CEB and its high-level committees in the programme and management areas.

4. Delegations welcomed the priority given by CEB to elaborating the system's collective contribution to the comprehensive review of the implementation of the Millennium Declaration at the 2005 high-level plenary meeting of the General Assembly. Views were expressed encouraging CEB to develop more specific benchmarks against which the overall United Nations system efforts to facilitate the implementation of the Millennium Declaration, and the Millennium Development Goals in particular, can be assessed. This was especially relevant to efforts by organizations of the system to assist African countries to reach the Millennium Development Goals.

5. The importance of information and communication technology for accelerating development in developing countries was emphasized by members of the Committee. The renewed attention CEB is devoting to this issue, particularly in the context of bridging the digital divide and for enhancing inter-agency cooperation to improve programme delivery, was strongly supported by members of the Committee. CEB was encouraged to continue to give priority attention to this issue in its future work.

6. With regard to preventing and managing conflict, views were expressed in support of the growing emphasis by the system of a prevention strategy and of addressing the root causes of conflicts. Views were also expressed stressing the need for a comprehensive and balanced approach to prevention and for the system's analytical work to give attention to both domestic and external factors influencing conflict. Delegations underscored the importance of harnessing the expertise and capacities that exist in the organizations of the system for conflict prevention. In developing approaches to prevent and manage conflicts, it was suggested that the United Nations system should make greater use of facilitation and mediation. Views were expressed requesting CEB to provide an update of its ongoing efforts in conflict prevention in the next annual overview report. Views were expressed that any measure taken by CEB in that regard should be in full conformity with the relevant mandates.

7. Views were also expressed reaffirming the importance of inter-agency collaboration in curbing transnational organized crime. Delegations welcomed the

progress made by CEB in ensuring a coordinated approach by the system on this issue. Some delegations invited CEB to give greater attention to illegal migration, illicit human trafficking and the recovery of illegally obtained assets by their countries of origin.

8. On inter-agency collaboration against hunger, appreciation was expressed for the information presented in the report on existing mechanisms to coordinate the fight against hunger. While appreciating the coordination that was taking place between the food agencies — the Food and Agriculture Organization of the United Nations, the International Fund for Agricultural Development and the World Food Programme — members of the Committee sought information on the needs of and the obstacles and problems encountered by the mechanisms in coordinating the fight against hunger. Members of the Committee also requested information on the system in place for determining priorities in extending food aid. Delegations took note of the ongoing efforts by the food organizations in the United Nations system, as well as those of the Secretary-General, to mobilize the resources required to meet immediate needs related to feeding the world's approximately 800 million people suffering from hunger and ultimately to eradicate poverty.

9. Delegations welcomed the high priority that CEB continued to attach to ensuring effective and coordinated system-wide support for the sustainable development of Africa, particularly for the New Partnership for Africa's Development. Views were expressed in support of the efforts of CEB to scale up its assistance and, in particular, of its efforts to provide policy guidance to ensure that United Nations system support for NEPAD remained responsive to the needs of Africa. Some members invited CEB to address the factors impeding a focused and coherent United Nations system approach to supporting Africa and NEPAD. Views were expressed regarding the importance of ensuring that the system's support for Africa and NEPAD takes fully into account ongoing intergovernmental processes in order to harness resources in the most productive way.

10. Delegations welcomed the importance CEB attached to increasing the effectiveness and coherence of United Nations system activities at the country level. Stressing the importance of this issue, CEB was called upon to ensure coordinated system-wide follow-up of General Assembly resolution 59/250 of 22 December 2004 on the triennial comprehensive policy review of operational activities for development.

11. On management issues, some delegations offered a number of observations, sought clarification and requested additional information on cost-sharing arrangements for field-related staff security; inter-agency mobility and the new inter-agency mobility accord; the Senior Management Network; a uniform code of conduct for the international civil service; accountability and transparency; Joint Inspection Unit reports and the collective response of the system; information and communication technology and bridging the digital divide; implementation of results-based management in the United Nations system; the United Nations system accounting standards; the impact of the changing relationship between regular and voluntary funding; and the harmonization of remuneration packages.

12. Several members of the Committee discussed the views of the executive heads of CEB on the issue of strengthening the international civil service and noted that that matter would be taken up by the General Assembly in the light of its decision 59/561 of 13 April 2005. Members pointed out that CEB was not able to

substantiate and produce arguments in support of its claim that the International Civil Service Commission should strive towards greater relevance and concrete and tangible results (E/2005/63, para. 58).

13. It was also emphasized that CEB measures aimed at enhancing inter-agency mobility should be in conformity with the regulatory framework and policies in the field of human resources management set out by the governing bodies of United Nations system organizations.

14. The ongoing efforts at the level of CEB to ensure greater coordination among the organizations of the system in implementing the recommendations of oversight bodies, was noted. Recalling the governance review requested by the General Assembly in its resolutions 57/278 A of 20 December 2002 and 59/264 of 23 December 2004, views were expressed urging CEB to include information on the status of the review in its next annual report.

Conclusions and recommendations

15. **The Committee took note of the annual overview report of the United Nations System Chief Executives Board for Coordination for 2004/05, subject to the observations set out below.**

16. **The Committee expressed support for the high priority CEB continued to attach to ensuring effective and coordinated United Nations system support for Africa and NEPAD and requested CEB to ensure that support for NEPAD remained a priority of the United Nations system. It encouraged CEB member organizations to further align their priorities with those of NEPAD and to scale up their efforts in support of NEPAD. The Committee requested CEB to provide an update on its further efforts to ensure effective and coordinated system-wide support for NEPAD in its next annual overview report.**

17. **The Committee underscored the importance of effective coordination of system-wide efforts against hunger. It took note of the information on existing inter-agency mechanisms to coordinate the fight against hunger and poverty and recommended that CEB include in its next annual overview report information on the obstacles, problems and needs encountered by the inter-agency mechanisms. The Committee also invited CEB to continue to monitor the effective coordination of system-wide efforts against hunger and poverty.**

18. **The Committee took note of the efforts of CEB to contribute to the system-wide capacity for conflict prevention, in conformity with the relevant provisions of the Charter of the United Nations and the mandates of the CEB member organizations.**

19. **The Committee also recommended that the transfer of assets of illicit origin and returning such assets to the countries of origin, as endorsed by the General Assembly in its resolution 59/242 of 22 December 2004, be added to the list of specific areas identified for joint work in the report.**

20. **The Committee took note of the Board's efforts to contribute to tackling the problem of transnational organized crime and its causes.**

21. **The Committee recommended that the General Assembly encourage the Secretary-General to take steps, in collaboration with relevant organizations, to improve the presentation of his report on the budgetary and financial situation**

of organizations of the United Nations system by providing, to the extent possible, information consistently on all contributions, including on both core funding and non-core funding, as well as a clear definition of regular funding and voluntary funding.

22. **The Committee recalled its terms of reference and its role as the main subsidiary body of the General Assembly and the Economic and Social Council for planning, programming and coordination. The Committee further recognized that it should reflect on its reporting on the CEB annual overview report to ensure that it provides inputs and recommendations that strengthen the coordination role of the Economic and Social Council. The Committee also invited the Assembly and the Council to give due consideration to its recommendations on coordination.**

23. **The Committee recognized that in its future consideration of CEB reports, it should give more attention to the programmatic aspects of the report. The Committee thus invited the CEB to expand its reporting on those aspects.**

24. **The Committee recommended that the General Assembly request the Secretary-General to ensure that CEB, in developing common approaches to address the changing relationship between regular and voluntary funding in the various participating organizations of the CEB, continues to focus, inter alia, on measures to ensure that programme delivery corresponds to legislative mandates and that the impact on management and programmes of the changing relationship between regular and voluntary funding is brought to the attention of the relevant legislative bodies.**

25. **The Committee recommended that the General Assembly seek from CEB further elaboration of its view that the International Civil Service Commission should strive towards more relevant and concrete tangible results during the Assembly's consideration of the relevant agenda item.**

26. **The Committee recommended that the General Assembly review the new inter-organizational mobility accord at its sixty-first session under the agenda item entitled "Human resources management".**

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Addendum

Coordination questions: New Partnership for Africa's Development (item 5 (b))

United Nations system support for the New Partnership for Africa's Development

1. At its 12th and 13th meetings, on 15 and 16 June 2005, the Committee considered the report of the Secretary-General on United Nations system support for the New Partnership for Africa's Development (NEPAD) (E/AC.51/2005/6).

2. The Chief of the Policy Analysis and Monitoring Unit of the Office of the Special Adviser on Africa introduced the report and responded to questions raised during the Committee's consideration of it. The Committee decided to convene an informal consultation on 17 June at which time it would examine the issues requiring further clarification.

Discussion

3. Much appreciation was expressed for the comprehensive and useful nature of the report. There was acknowledgement of the impressive work done by the United Nations system agencies and organizations and the level of cooperation among the United Nations system entities. Appreciation was also expressed for the fact that the United Nations system had organized its activities around the seven thematic clusters corresponding to the priorities of NEPAD.

4. It was noted that, while considerable progress had been achieved on both the African side and the side of the United Nations system, major challenges remained constraining the full implementation of the NEPAD programme, in particular the

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lack of adequate human and institutional capacity as well as financial resources. There was much recognition of the role of NEPAD in terms of providing the framework for achieving the Millennium Development Goals in Africa. Note was taken of the fact that many recent reports on Africa's progress in achieving the Millennium Development Goals have concluded that Africa is far from reaching the level of international support required to scale up and accelerate measures to achieve the Goals, eradicate hunger and poverty and achieve sustainable development and growth.

5. The linkage between development and peace was underlined. It was emphasized that development was not possible without peace and that stability and security in Africa was not possible without addressing the socio-economic root causes of conflicts.

6. It was reiterated that the mobilization of financial resources was the key precondition to the implementation of NEPAD. The delegations listed a number of crucial areas in which international support to Africa was urgently needed, including significant increases in development assistance, substantial debt reduction for the least developed countries and a successful conclusion of the Doha round of trade negotiations enabling the African countries to have more market access and on better terms.

7. In order to alleviate the financial capacity constraints facing the African countries, it was suggested that development funds should be established to provide the financial resources necessary for the implementation of NEPAD programmes in key sectors, such as agriculture, education, health and infrastructure development.

8. It was noted that international partners and the United Nations system should place more emphasis on resource mobilization for the implementation of programmes, building technical expertise for the development and management of programmes and strengthening the regional economic communities and the African Union.

9. While the work of the Office of the Special Adviser on Africa in support of NEPAD was welcomed, it was suggested that the Office should continue both to place greater emphasis on advocacy work with a view to mobilizing financial resources for Africa and to promote collaboration among headquarters department and agencies to provide a coordinated and integrated response to NEPAD. Similarly, special emphasis was placed on the need to strengthen the consultation mechanism under the Economic Commission for Africa. It was important for representatives from the Commission's headquarters and regional offices to participate in the regional consultations.

10. It was emphasized, as stated in the recent report of the Secretary-General's Advisory Panel on International Support for NEPAD, that the support of the United Nations system for NEPAD must yield results-based action. In this connection, it was suggested that there was a need for the creation of a follow-up mechanism to assess progress made in the implementation of the recommendations and commitments made at various meetings and workshops.

11. The view was expressed that the report should have included more information on the continuing challenges and constraints faced by the United Nations system agencies in providing more support, in particular in the area of financial resource mobilization, as well as proposals on innovative measures that could be undertaken

to address the challenges and constraints. It was also suggested that the report could have been more forward-looking and could have provided information on plans for future activities, as well as on future coordination efforts.

12. Some delegations expressed regret at the lack of attention in the report to other communicable diseases besides HIV/AIDS, such as tuberculosis and malaria.

13. In response to a question regarding the lead agency for post-conflict recovery, it was clarified that the Department of Political Affairs and the Department of Peacekeeping Operations would be taking over the lead role for the peace and security component of the governance, peace and security cluster, while the United Nations Development Programme would retain the lead role in governance.

14. The Committee acknowledged the usefulness of the annex to the report. In that connection, a number of clarifications were sought regarding the financial and staff resources devoted to Africa during the period 2002-2004, in particular concerning the apparent reduction of resources devoted to Africa in the case of certain entities or initiatives. It was clarified that certain figures were expected to decrease owing to their nature, for example, the heavily indebted poor countries grants decrease as the loan amounts decrease.

Conclusions and recommendations

15. **The Committee welcomed the report of the Secretary-General on United Nations system support for the New Partnership for Africa's Development (E/AC.51/2005/6) and noted the consensus agreement that institutional support by the organizations of the United Nations system for the implementation of NEPAD was a major form of assistance to African countries, the African Union, African subregional organizations and the secretariat of NEPAD.**

16. **The Committee acknowledged the importance of Africa's ownership and leadership of and growing international support for NEPAD as key to progress in its implementation.**

17. **The Committee endorsed the recommendations contained in paragraphs 78-80 of the report.**

18. **The Committee reiterated the central and critical role of the Special Adviser on Africa for the global coordination of support for NEPAD and the need for the United Nations system to cooperate fully with the Office of the Special Adviser towards the attainment of the objectives of the United Nations in relation to its support for NEPAD.**

19. **The Committee called upon the various components of the United Nations system to make greater efforts to work together to provide focused and coordinated support to NEPAD. In this regard, the Committee recalled General Assembly resolution 59/254 of 23 December 2004 and requested the Secretary-General to continue to take measures to strengthen the Office of the Special Adviser on Africa in order to enable it to effectively fulfil its mandate and recommended that the General Assembly give consideration to expanding and providing sufficient resources to the Office of the Special Adviser so that it might coordinate resource and capacity mobilization, institutional support and advocacy to enhance a coordinated and integrated response to the challenges facing Africa.**

20. **The Committee recommended that the Economic Commission for Africa and United Nations country offices be utilized more actively for the advocacy of NEPAD programmes to ensure broader understanding of and participation in the programmes by those who would benefit from it.**

21. **The Committee recommended that the NEPAD programme be communicated throughout the United Nations system as a whole and that civil society and other partnerships for development be involved in order to facilitate results-based action, which could unleash the potential of Africa.**

22. **The Committee encouraged the United Nations system to ensure an appropriate mix of representation from the global, regional, subregional and national levels within the coordination mechanism frameworks for NEPAD, cognizant of the beneficial effects of such practices on programme support.**

23. **The Committee welcomed the initiatives undertaken by the Director-General of the United Nations Educational, Scientific and Cultural Organization to establish a committee to increase support for NEPAD and urged the other entities of the United Nations system to undertake similar efforts.**

24. **The Committee recommended that the General Assembly request the United Nations system to explore innovative approaches for funding the priorities and programmes of NEPAD.**

25. **The Committee recommended that the General Assembly request the Secretary-General to report to the Committee at its forty-sixth session, and annually thereafter, on the progress, including problems, obstacles and challenges, as well as the goals of the United Nations system to be achieved in support of the New Partnership for Africa's Development.**

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Addendum

Reports of the Joint Inspection Unit (item 6)

Overview of the series of reports on managing for results in the United Nations system

1. At its 8th meeting, on 10 June 2005, the Committee for Programme and Coordination considered the overview of the series of reports on managing for results in the United Nations system (see A/59/617), which summarizes three reports of the Joint Inspection Unit (JIU): on the implementation of results-based management in the United Nations organizations (A/59/607): part I of the series; the delegation of authority and accountability (A/59/631): part II of the series; and managing performance and contracts (A/59/632): part III of the series, as well as the comments of the Secretary-General and those of the United Nations System Chief Executives Board for Coordination (CEB) thereon (A/59/617/Add.1).

2. Inspector Even Fontaine Ortiz, in his capacity as Coordinator, introduced the overview and responded to questions raised during its consideration by the Committee. A representative of the CEB secretariat introduced the report containing the comments of the Secretary-General and the CEB thereon.

Discussion

3. Delegations commended the inspectors for the quality and timely presentation of the series of reports on a crucial element of the United Nations system reform process. Views were expressed on the assessed overview, in particular that it was comprehensive, concrete, action-oriented and reader-friendly.

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4. Delegations stressed that the implementation of results-based management was not an event, but a process aimed at changing the managerial culture of the organizations, and that its length would depend on the commitment and support proffered by the legislative organs, the senior managers and by the staff at large in each organization.

5. Some members shared the views expressed by the inspectors that the process of planning, programming, budgeting, monitoring and evaluation; the human resources management; and the information management systems were three mutually supporting pillars for a solid implementation of results-based management in the United Nations system, which reforms should be carried out in a coherent, holistic and integrated fashion.

6. Delegations also expressed agreement with the inspectors' view that while there was no single "road map" to results-based management, and that the specific nature, mandate, structure, size and constraints of each organization should dictate the concrete managerial choices, there were a wide range of similarities among the United Nations organizations, which offered a challenge and an opportunity to work out a common framework for the implementation of results-based management. It was emphasized that that approach was crucial towards achieving the harmonization of the United Nations system management policies and practices.

7. Views were expressed calling upon the organizations to share the lessons learned and to disseminate the best practices in the implementation of results-based management with a view to strengthening the common system, while preventing undesirable duplication of efforts and waste of resources. It was stressed that a culture of knowledge management should be actively developed to support results-based management. To that end, the staff at all levels must be fully informed about the nature and the purposes of results-based management. It was stated that the staff would receive the necessary training to enable it to implement this new management method.

8. Delegations did not concur with the view expressed by CEB that the lack of additional resources justified the slow pace of the introduction of results-based management, its fragmented implementation and the piecemeal approach to the taking of the management initiatives. In that regard, views were expressed requesting the Secretariat to submit to it a statement of the alleged financial implications if the JIU-proposed benchmarking framework was adopted. Conversely, the Committee was of the opinion that the introduction of results-based management should help the organizations streamline the administrative and management processes, thus releasing sufficient resources with which to undertake training and other activities required to implement results-based management.

9. Delegations noted that the efforts of the United Nations in managing for results had varied depending on the organizations and that the changeover to a results-based culture had been lengthy and difficult, and also noted that present policies and practices of human resources management required reforming if they were to be conducive to a genuinely results-based approach, with spending on human resources at about 80 per cent of total budgetary resources.

10. Views were presented expressing appreciation of the assurances given by Inspector Fontaine Ortiz that the Unit was actively considering the best ways and

means to implement the directives given to the Unit for improving its effectiveness by the General Assembly in its resolution 59/267 of 23 December 2004.

Conclusions and recommendations

11. **The Committee recommended that the General Assembly:**

(a) Endorse the benchmarking framework proposed by the Joint Inspection Unit as a tool for the Secretary-General and the oversight bodies and for itself in order to measure the progress towards an effective implementation of results-based management in the United Nations;

(b) Request the Secretary-General, as Chairman of the United Nations Chief Executives Board for Coordination, to play a more active role in respect of harmonizing, within the benchmarking framework, the implementation of results-based management throughout the relevant organizations of the United Nations system, taking into account the special needs and specific character and mandate of each organization, and to report systematically thereon;

(c) Also request the Secretary-General, as Chairman of the United Nations Chief Executives Board for Coordination, to encourage relevant participating organizations to take the necessary steps to endorse the benchmarking framework as a tool for them, without prejudice to legislative action by those organizations;

(d) Request the Secretary-General to implement the recommendations for achieving the benchmarks suggested by the Joint Inspection Unit, in particular benchmarks with regard to accountability and performance management, in working on current management reform initiatives undertaken by the Secretary-General and, where appropriate, adopted by the General Assembly, and to report on the implementation thereof;

(e) Also request the Secretary-General to ensure that, as results-based management is implemented, the staff responsible for applying this broad management strategy are trained.

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Draft report

Rapporteur: Mr. Abdelatif **Debabeche** (Algeria)

Addendum

Item 7

Improving the working methods and procedures of the Committee for Programme and Coordination within the framework of its mandate

1. At its 2nd, 4th, 6th and 7th meetings, on 6, 7 and 9 June 2005, the Committee considered agenda item 7, entitled "Improving the working methods and procedures of the Committee for Programme and Coordination within the framework of its mandate".

2. For its consideration of the item, the Committee had before it a compilation of relevant extracts from the reports of the Committee on its thirty-eighth to forty-fourth sessions, as well as the various proposals put forward by delegations at its forty-fourth session. The Committee held nine rounds of informal consultations and a number of "informal informal" consultations to consider proposals that had been put forward during informal consultations.

Discussion

3. Delegations recalled that in paragraph 18 of its resolution 58/269 of 23 December 2003 entitled "Strengthening of the United Nations: an agenda for further change", the General Assembly had invited the Committee to submit, at its forty-fourth session, recommendations on improving its effectiveness. Also recalled was paragraph 25 of Assembly resolution 59/275 of 23 December 2004 entitled "Programme planning", in which the Assembly had welcomed the decision of the

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Committee to revert to the agenda item entitled "Improving the working methods and procedures of the Committee for Programme and Coordination within the framework of its mandate", as a matter of priority, at the beginning of its forty-fifth session.

4. It was pointed out that over the past years, there had been an interesting exchange of views on the working methods, but that no substantial negotiations on recommendations had been achieved. The present session provided an opportunity to work on those issues in a results-oriented manner. It was also stated that in light of the overall efforts to reform and streamline the bodies of the United Nations, the improvement of the working methods of the Committee should not be put aside. Optimizing the fulfilment of the Committee's coordination function was emphasized. The view was expressed that despite efforts made by delegations during the forty-fourth session, the Committee had not been able to fulfil its mandate owing to a lack of will among some member delegations to engage on this issue. The main session of the Fifth Committee during the fifty-ninth session of the General Assembly had provided a second opportunity to examine this issue but there had been no noticeable outcome.

5. During the course of the discussions, views were expressed that measures for improving the working methods of the Committee needed to be practical and realistic and cognizant of the different cycles of the Committee in the budget and off-budget years.

6. Delegates stressed the importance of the timely submission of documentation and the strict implementation of relevant resolutions on the issuance of documentation in accordance with the six-week rule so as to facilitate the preparatory and decision-making process of the Committee. Views were expressed that in order to allow proper preparation by delegations, the consideration of reports that had not been issued by the time of the organizational session should be deferred.

7. Views were expressed on the importance of the role of the Bureau and it was proposed that the outgoing Bureau should meet with the incoming Bureau shortly after its term began to share its experiences and facilitate the preparations for the forthcoming session. It was also pointed out that the Bureau should establish and enforce clear deadlines for the submission of draft proposals: they should be distributed to delegations at least 24 hours before an issue was taken up in informals.

8. It was pointed out that there was a need for more interactive discussion with programme managers, with the focus on existing mandates, particularly during the consideration of programme performance reports. The Committee needed to have an interactive debate with programme managers when considering the plan outline of the strategic framework. Views were also expressed regarding time limits for the presentations by the Secretariat. It was also pointed out that programme managers who were not based at Headquarters should make their presentation through videoconferencing.

9. The view was expressed that it would be useful for the Committee to devote the first day of its session to informal briefings for members and observer delegations on the technical issues to be addressed by the Committee.

10. It was proposed that during budget years, the Committee should evaluate the programme narratives of the proposed programme budget, in accordance with General Assembly resolution 58/269, as well as reports on evaluation and reports of the Joint Inspection Unit.

11. In off-budget years, the Committee would consider, inter alia, the strategic framework and programme performance reports.

12. Views were also expressed that the formal discussions of the strategic framework should be scheduled in clusters corresponding to parts of the budget.

13. It was also proposed that the session should consist of two segments. In the first segment, on coordination and evaluation, the Committee would produce concrete recommendations on how to improve system-wide coordination and programme performance and present them to the Economic and Social Council and the General Assembly. This segment would cover current agenda items on evaluation, the report of the United Nations System Chief Executives Board for Coordination, and other coordination reports, and the reports of the Joint Inspection Unit. In the second segment, on programme planning, the Committee would, in off-budget years, review the proposed strategic framework and present recommendations to the Assembly. In budget years, the Committee would review the programmatic aspects of the new and/or revised mandates, as well as any differences that might have arisen between the biennial programme plan and the programmatic aspects of the proposed programme budget, according to Assembly resolution 58/269.

14. It was also proposed that, in order to enhance the Committee's role in evaluation, to afford more time for intergovernmental bodies to review evaluation reports and to devote more time to the strategic framework, evaluation reports should be considered during budget years, when the Committee would not be reviewing the strategic framework.

15. It was further pointed out that it was too early to take an informed decision on whether or not the session of the Committee during the budget years might be shortened without preventing it from performing its programmatic role in the planning and budgeting process, as reaffirmed in General Assembly resolutions 58/269 and 57/300 of 20 December 2002. Consideration could be given to reverting to the resumed session during the off-budget year when the strategic framework was submitted to the Committee. In this connection, it was proposed that the first session could concentrate on the strategic framework while the resumed session could consider the programme performance report and monitoring of the evaluation aspects. Views were also expressed that in order to better reflect the Committee's mandates, the session should meet for two weeks during budget years and for four weeks during non-budget years.

16. The view was expressed that there was scope for improvements with respect to the format of the Committee report. The view was expressed that the current "conclusions and recommendations" section should give overall direction to the Secretariat. The discussion part of the various programmes should be retained to give a short historical record of the discussions. Views were also expressed that the reports of the Committee should be prepared in a reader-friendly format, should be restricted to conclusions and recommendations, and should not contain a complete account of the discussion. The Committee should concentrate on presenting agreed

changes to objectives, expected accomplishments and indicators, as well as substantive recommendations to the General Assembly and the Economic and Social Council.

17. On the question of observers, views were expressed that their participation should be welcomed inasmuch as it would enrich the deliberations of the Committee. Views were also expressed that, in formal meetings, observers could be invited to present a statement or questions in writing. Observer delegations would be invited to attend informal meetings but not encouraged to make interventions thereat.

18. It was also pointed out that the secretariat of the Committee should ensure that the recommendations of the Committee were communicated to the various departments of the Secretariat, following the adoption of the report of the Committee by the General Assembly.